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CIA CAREER COUNCIL

2nd Meeting

Thursday, 30 September 1954

4:00 p.m.

DCI Conference Room

Administration Building

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Present

Harrison G. Reynolds
AD/P, Chairman

Robert Amory, Jr.
DD/I, Member

Matthew Baird
D/TR, Member

COPS-DD/P, Alt. for DD/P Member

25X1A9a

Lyman B. Kirkpatrick
IG, Member

AD/CO, Member

25X1A9a

Lawrence K. White
DD/A, Member

Executive Secretary

25X1A9a

Reporter

25X1A9a

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... The 2nd Meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 30 September 1954, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds, AD/P, presiding . . .

MR. REYNOLDS: Well, gentlemen, we're all here now. I want to end promptly at 5:00, and if we don't finish it will go on next week, because there will be other developments that will make it necessary for us to meet probably once a week for the next four weeks.

You have the minutes of the first meeting, and unless there is some correction or addition they stand approved.

Item No. 2, that the eligibility requirements for participation in the program for Career Development of Junior Personnel be amended to require membership in the Career Staff instead of permitting participation after a minimum of two years of Agency service. There are no background papers. The Assistant Director for Personnel and the Director of Training, acting as the Committee for Career Development of Junior Personnel, have made this recommendation. The AD/P has already approved and so has the Director of Training. Subsequent OP action if the Council approves: If the Council accepts this recommendation and the recommendation in item 3 concerning the Career Development positions, this change will be incorporated in the necessary Regulation to cover the joint program. If the Council accepts this recommendation but not item 3, an amendment to the notice establishing the JCD program will be required.

Do you wish to take up item 3?

MR. [REDACTED] Everybody has a copy of that, Red.

MR. REYNOLDS: Red has suggested two changes which Matt and I have discussed and both of us do not approve the first change but do approve the second change. They are on the criteria. The first one is on prior training. Matt has some strong feelings about that, I believe.

MR. KIRKPATRICK: Where are we and who has suggested what?

25X1A9a MR. [REDACTED] It's the first dittoed paper in these papers that were added to the agenda.

MR. WHITE: I'd be glad to speak to that a minute, Harry, if I may, to give you my reasoning on it. I don't know whether it's more applicable to my area than to others - it probably is - but it seems to me that we are over-emphasizing the evaluation that can be obtained with a man who maybe has had

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✓ several years, five or maybe ten years of on-the-job outstanding performance,
 ✓ and before he can be selected he must attend the BIC, or something, a criterion
 which he can meet in a 4-week course. I don't question for one minute that
 certainly that should be an aid in evaluating the man, and would be helpful in
 deciding whether he should enter into this rather prolonged training, but to
 preclude a man from being selected, although he may have had as much as ten
 years - he could have thirteen years of outstanding performance on the job -
 that seems to be placing too much weight on that 4 weeks of formal training
 ✓ and the evaluation put on it by the Office of Training. Now where this comes
 ✓ into practical application is availability for training - a problem that we
 all have - and I don't know whether the actual effect would be so bad as the
 psychological affect on an employee. You may have ten very good people who
 have done a very fine job for you but you haven't seen fit to send them to a
 4-week training course because you couldn't spare them; yet, according to this
 criteria, they are completely excluded from any consideration.

25X1A9a MR. [REDACTED] I'm sold.

MR. KIRKPATRICK: I agree. How many of us could qualify?

MR. BAIRD: Then if you are sold you don't want to listen to the other
 side of it.

25X1A9a MR. [REDACTED] Is there an argument?

MR. BAIRD: Harry and I have, and we are both opposed to it, and I
 would like to speak to that but I would not like to if you are sold on it -
 because that would be a waste of my time.

MR. KIRKPATRICK: That is the easiest capitulation I have seen yet.

MR. BAIRD: If it can be spoken to - if you're through, Red?

MR. WHITE: That is the gist of my argument.

MR. BAIRD: The first point: Remembering that there are 8 slots a
 quarter that can be devoted to this, and apparently, from all we've heard,
 there are hundreds of applicants for it, the people who are making the final
 selection of these 8 would obviously like to have all the information about
 the 8 that they can get. One of the opportunities of finding out about a
 candidate is how he has done in a formal training course, particularly if it's
 tied into your secondary recommendation where a college education is not
 going to be required, because any of these individuals that are chosen for
 ✓ potential career executives in the Agency after selection are going to be put
 into a formal training course. The reason that it seems to me it will be

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required that a developmental program be put into it is because if they're from the DD/A they are going to have to learn something about the processes of the DD/I and the DD/P, and if in the DD/I something about the DD/P. So one of the first things they will do is probably go into a formal training. We don't want to select them and put them in a formal training course and then have them do badly. So for those two reasons we would like to see them go through what is now a mandatory process in the Agency anyhow - the fact that they have somehow not taken the Basic Training which the DD/P says is required, and the DD/I says is required - is now a matter of Agency policy.

MR. REYNOLDS: What is wrong with Red's amendment?

MR. BAIRD: We want to use it as a selection process.

MR. WHITE: My point is that I think that you are placing that 4 weeks above the judgment--

MR. BAIRD: Not above.

MR. WHITE: You are, because it's preclusive - because they can't be considered. Therefore, that judgment is being placed above the evaluation of the supervisor for any period of years, and above the judgment, in my particular case, of the heads of every administrative office, and my own, personal approval, because the man has not had 4 weeks of formal training. I don't know what other people's experiences are, but just because a man makes a high grade in an academic course doesn't mean he is always the best man on the job.

MR. BAIRD: It doesn't, Red, but you see if he has been 3 years in the DD/A all that you are really comparing him with is other DD/A people. He has had no opportunity to show how he can do with the substance of the DD/I or the operational requirements of the DD/P. The correlations which we now have between the results of those basic courses and subsequent usefulness or ability in the DD/I and DD/P area are very high. And it certainly would help us in our selection process. We don't see that is over and above anyone. That is just one of the things--

MR. WHITE: But he can't be considered.

MR. KIRKPATRICK: You know perfectly well I am one of the strongest proponents of training in the Agency and beat on [redacted] when he doesn't offer up enough novices for the courses. But I don't think you can legislate training into being, and this in effect is what this is doing. And I think Red's alternate proposal is equally acceptable. Is it the correlation? Won't you have time to correlate? Is it a technical problem? In other words, say

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somebody is selected for this Junior Career Development. They go to BIC(Sup) or Phase II, or whatever it may be, and they don't do well. Can't they be wiped out then?

MR. BAIRD: Yes, but we would not like to wipe them out then. It would set that much of the program behind.

MR. KIRKPATRICK: I would think if you had 8 slots coming up - you almost automatically select 10 or 11.

MR. BAIRD: The practical aspects of this, Red - you and I have discussed them - can be very easily licked. If you can't spare the people to put into training, which you admit is valuable to them anyhow, you can certainly ~~x~~ find out with reasonable accuracy and pick the people that from the supervisory point of view are the best 3 out of 10, and have them pre-tested or have them all tested.

MR. WHITE: We are going to do it, but that is a compromise; it isn't what I would like or should have.

MR. BAIRD: It's a practical solution to what you are troubled about, isn't it?

MR. WHITE: It's an aid to an office head as to which of 10 employees he is going to select to go to the BIC(Sup), but it doesn't help the other 9 people who won't go to the BIC(Sup).

MR. BAIRD: They don't go until the first 3 have been--

MR. WHITE: With 8 people a year they may be older than 34 years. As a matter of fact, I had some who, if they didn't get to go this time, may never get to go. But I think it's bad psychologically, when we could probably get plenty of candidates but we can't let them all go and get our work done, too.

MR. BAIRD: Can't you let 10 people go in a year?

MR. WHITE: Which 10 people are you talking about? You have a problem right now, for instance, which you know about, and we have about 10 people in my area who can't be considered, who have applied and who would like to go but who can't be considered.

MR. BAIRD: Who can't be released.

MR. WHITE: No, can't be considered because they have not completed the BIC(Sup) or comparable phase.

MR. BAIRD: What you are really saying is that they can't be released to take it. We have suggested a way by which you can get all those 7 trained in 6 months. After all, the course is only a 4-week course.

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MR. WHITE: I still think your principle is wrong, and you place too much emphasis on the formal training in evaluating a man. Take this situation: You can have, under this criteria, a man who came with you at age 21, who did an outstanding job for 13 years and has now reached the age of 34 in grade 12, and you say he can't go or be considered until he has had this course and we have given him this test.

MR. BAIRD: Red, it's the only way we know that you can take the supervisors' word that he has done well in the DD/A, and that is the only thing you have got to say so he is going to do equally well in the DD/I or DD/P, and he may NOT. He may have been a crackerjack in any one of the 3. This is the only way we have of saying, "Look, compared with the 243 people that have gone through the BIC he is way down the list. He is not going to do well." Or, "Compared with the 637 people he is in the lowest quartile."

MR. WHITE: If a man is oriented toward administration or FI or Commo, I wouldn't expect that he would do as well in all the components as in the one he is basically oriented in. As I understand this program, the pattern will be worked out between you and Harry and the Head of the Career Service. Well, the Head of the Career Service - I know I would want to see that program worked out, if he was oriented toward administration - but I wouldn't expect him to be as good an intelligence officer as Bob's pro's in OSI or Dick's in FI. I don't think you can ask that.

MR. KIRKPATRICK: I would like to have an opinion from Mr. Amory and

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MR. AMORY: I find I can't get terribly excited about it. It does seem to me that when what is required is only a 4-weeks' course, you ought to be able, with reasonable administrative convenience, to see that those likely to apply or who have demonstrated an interest in the JOT, get pushed to the BIC. Now if currently they are hardship cases and guys crowding their 34th birthday, then I think this Board might make an interim exception. But I think the long-term policy should be as it is here. It shouldn't be waived unduly. But in view of your proposal, Red, to acquire it any way, and I take it you mean, here, before being finally assigned--

MR. WHITE: Before entry into the program.

MR. AMORY: I think it's a bit of a tempest in a teapot. My feeling is the regulation could be, either way, administrated.

MR. WHITE: In other words, if I had a man selected, or 2 of these 10

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men selected, we'll say, I would be willing to cut those 2 loose tomorrow and put them into the course, and if they didn't pan out we will then jerk them out. I think we should jerk a man out of this program anytime, if he isn't doing his stuff.

MR. REYNOLDS: Any comments, [REDACTED]

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[REDACTED] I don't feel too strongly about it because with the high percentage of technical people I have, they wouldn't be interested in this program. The best of them would want to stay with communications. On the other hand, if they had to take this course it would help me in evaluating their capabilities in determining whether or not I would recommend them. Because I have had some awfully good communicators who have gone down to some of the courses, who were awfully good communicators but who didn't do too well on the operational things, which opened up some weakness in their attention to duty, or something else - and that would help me to make an evaluation. But I don't have the problem Colonel White has. I don't have many people pressing. The ones who have displayed any interest in it are the less stable and the least mature people who haven't yet quite decided where they want to go and feel they want to get on the rosters--

MR. REYNOLDS: Kirk and Dick - any comments?

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MR. [REDACTED] The only reason that I said I was sold on this was I didn't realize that in our original draft there was this restrictive element in it. I knew about the 3-year business - I was mindful of that, and I think that appropriately belongs in there, but I am, just on principle, reluctant to see written into documents of this kind, what I regard to be almost technicalities. In other words, it keeps it from consideration by Agency order and makes it almost impossible to make an exception, unless you take it to the Director, which I don't think you should do, or that that would be necessary. I could see it would be easier from the administrative standpoint, maybe, to have this and maybe some other qualifications in, but I don't honestly think they are particularly fair, and as long as there are any reasonable number of exceptions - which Red feels there would be - I don't see why in the processing of these things, that due consideration be taken of maybe giving some priority to those that are easy cases rather than tough cases, but still making the Agency regulation as liberal as possible. That is why I was persuaded that this was probably, basically a good idea. I can't say that I jump up and down about it, one way or the other, but I am just reluctant to see a lot of artificial

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gimmicks put into these regulations.

MR. BAIRD: I wouldn't say it was an "artificial gimmick."

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MR. [REDACTED]: Perhaps that was an unfortunate use of the term.

MR. BAIRD: Let me just say this. I have the responsibility, with Harry, of passing upon all these selections, and each of you come in for a 3rd or 4th or 5th, and the more we can tell about the guy the better position we will be in to make an objective evaluation. If you have the supervisor's recommendation, that is largely subjective, and it is an attempt to give us another tool of selection which is an objective one rather than a subjective one.

MR. KIRKPATRICK: Well, let's reappraise what we are trying to do here. Paragraph 3 on eligibility criteria is an indication to the employees of this Agency what they have to have on their record to even get into this zone of consideration on this. We have got it tied down pretty far now, so it's going to limit it to a very small percentage of these. I would be reluctant to tie it down any further than that, because we will discourage rather than encourage people. Furthermore, we say on the other page that this will be administered by the Heads of Personnel, Training, and the Head of the Career Service concerned. We have three men of reasonably strong will there. The eligibility criteria there - I don't think should be so preclusive that it will cut out a lot of people there.

MR. REYNOLDS: If we should say in here - "who are empowered to make exceptions under certain conditions" - or something of that kind--

MR. KIRKPATRICK: I feel the way Dick does - and maybe "artificial gimmicks" isn't the word, but the point is, we try to write too many of these things into the regulations and then have to ignore the regulations. Our regulations are getting like a lot of speed limits on the highways, which are completely unrealistic in modern times. So I just would not like to see this made even more -- as a matter of fact, reading it again I think it is too exclusive as it is. An after-thought: I wouldn't buy "e" or "f" as they are written, at all now.

MR. REYNOLDS: Well, as Matt and I agree, Red's amendment to "f" is perfectly okay, and on "e" if we rephrase it so it includes our being able to make an exception for very particular reasons, is that satisfactory to the Council?

MR. WHITE: It wouldn't be satisfactory to me, Harry, because if it's

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one of my boys I know I am going to have one vote, and I already know how you and Matt are going to vote.

25X1A9a MR. [REDACTED]: That isn't what you mean. They simply want the authority--

MR. REYNOLDS: That's right. We want the authority to consider it.

25X1A9a MR. [REDACTED] If you are going to have the responsibility of making the final selection, I think we have to give you the necessary tools with which to make the selection.

25X1A9a MR. [REDACTED]: The individual wouldn't know whether he could apply or not.

MR. KIRKPATRICK: Giving you full jurisdiction--

MR. WHITE: And the bad effect of this, as written, is the affect on the employee, as Kirk suggests, that he is excluded.

MR. REYNOLDS: Is it the wish of the Council that Red's proposed language for "e" be included as an amendment?

MR. WHITE: I vote "yes".

25X1A9a MR. REYNOLDS: [REDACTED] "no", Mr. Amory votes "no",

25X1A9a and Mr. [REDACTED]

25X1A9a MR. [REDACTED]: Yes.

MR. KIRKPATRICK: I vote "yes".

MR. REYNOLDS: That is 3 and 3.

MR. AMORY: Well, it's still before us and there should be a possible compromise. It's unfortunate that we can't have a unanimous decision.

MR. REYNOLDS: I would rather amend the language so that it is unanimous.

MR. AMORY: Why couldn't we say, to give guidance in the regulation and not make it mandatory, just insert "preferably" - say "preferably three" - "preferably have completed the training course in basic intelligence."

MR. KIRKPATRICK: I'll buy that.

25X1A9a MR. [REDACTED] Okay.

MR. WHITE: I'll buy that.

MR. BAIRD: I am scared to death when we are selecting these people, which all the DD/P have been through and 75% of the DD/I, and we have something positive on them but with your candidates we have nothing.

MR. WHITE: Matt, I would like to have that aid to evaluate the employee just as much as you would, but from a practical point of view, and especially from my own area, I am not going to have it. And here we are starting

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a new course - and administration is far enough behind, whether it's my fault or somebody else's, and all over the area. This is not just my idea, this comes to me through all my office heads, and they feel they are going to always be behind.

MR. BAIRD: Wouldn't this be a good "gimmick" to get them into training?

25X1A9a

MR. [REDACTED] Will everybody buy this compromise?

MR. AMORY: Matt seemed to be speaking against it.

MR. BAIRD: No. I'll buy it. Sure.

MR. AMORY: That can be used as a hammer.

MR. REYNOLDS: "e" will now read: "have preferably completed a training course in basic intelligence, such as BIC." Is there any opposition to that change? If not, it is so ordered. I also assume that "f" is okay.

We therefore pass on to Item 3. The proposal is that the program of Career Development positions be integrated with the Program for Career Development of Junior Personnel into a single program with junior and senior elements to be administered by the Placement and Utilization Division. The background: Memorandum prepared by the Chief, Career Service Staff, outlining existing procedures for processing personnel into Career Development Positions. Technically there is no current formal authorization for this Program at the present. The recommendation has been approved by the Assistant Director for Personnel and the Director of Training. It has been informally discussed with the Chief, Placement and Utilization Division, who would carry the burden of the combined program, and has his concurrence.

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MR. [REDACTED] Who is that individual?

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MR. REYNOLDS: [REDACTED] and formerly Mr. [REDACTED] 25X1A9a

Subsequent OP action if Council approves: Procedures for carrying out the combined program will be required as well as a regulation to govern its administration at Agency level. Action responsibility would be both PUD and PAS, with coordination with OTR. This is a mechanical thing which we believe will simplify our administrative processes. We do things so much alike that it will help us all in putting through this program properly.

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MR. [REDACTED] If I understand this properly, then, this is more a question of how this would be administered, rather than any basic change in the idea?

MR. REYNOLDS: There is no change in the idea at all.

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MR. BAIRD: It's just "who".

25X1A9a MR. [REDACTED] How to shuffle the papers around.

MR. WHITE: As I read it, this seems to be your problem [REDACTED] indicating Mr. Reynolds [REDACTED].

MR. REYNOLDS: Well, I wanted to get the approval of this Council.

25X1A9a MR. [REDACTED] There is no authority to do this because when the new regulation 110 was written the authority for the handling of Career Development Slots was no longer given to the Career Council. What this does is to provide an authority for approval so that we don't have to get you seven people together to give formal approval for one slot.

MR. REYNOLDS: This is the type of thing that at the start of these meetings I would like to have the Council fully informed as to these procedures, even though it could be done administratively in our own Office, just so you know what we are doing.

MR. AMORY: I move it passes.

25X1A9a [REDACTED] Second.

MR. REYNOLDS: It has been moved and seconded. Those in favor say "aye". Motion carried.

25X1A9a MR. [REDACTED] May I ask, Mr. Chairman, each one look at the report on the slots - which is in your supplemental paper. This is a summary up through the end of this quarter, which is the end of today, of the entire Career Development Slot Program, for your information. And also, the very last item on the 2nd page, just above my signature, shows that there are 10 slots available in that Career Development Program, and 35 now obligated, with 5 to be vacated.

MR. KIRKPATRICK: Nine persons who have completed the program or who have been reassigned from the program. That means 9 have passed through and out?

25X1A9a MR. [REDACTED] That is right. Those marked with a circle, for instance

25X1A9a No. 9, [REDACTED] has passed through the program and out of it.

MR. KIRKPATRICK: Have any of these individuals in these slots resigned from the Agency?

25X1A9a MR. [REDACTED] I believe there is one but I can't recall his name.

25X1A9a MR. AMORY: [REDACTED] was close. Do you know what is going on with him? Keep your eye on that, it's a very touchy one. It's the problem of his future potentiality on my side of the house.

25X1A9a MR. [REDACTED] I believe didn't do very good.

25X1A9a MR. AMORY: I think he is a damn good asset to the DD/P side -- Nick

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25X1A9a [REDACTED] so-called "Grand Admiral" - the guy is only about 77--

25X1A9a MR. [REDACTED] But he got a commendation for the work he did.

MR. AMORY: That shouldn't be charged against him.

MR. REYNOLDS: Well, for your information, those 10 slots can be very easily filled by some of the people in the Contact Division in the field offices who are grade 13's and cannot, therefore, get into the Junior Career Development, and a lot of them are very much interested in it.

25X1A9a MR. [REDACTED] This program has really never been adequately used. We have never even reached our ceiling or never been pushing the ceiling.

MR. AMORY: We use it fully on our side. We have always recruited up to ceiling.

25X1A9a MR. BAIRD: For some reason [REDACTED] was opposed to it when it was first put into being, and none of the DD/P people used it at that time. And because of that we took people under the JOT slots from the DD/P so they could go into these long-range training programs like Monterey. Now we have finally got them back off the JOT, because they weren't JOT's, and I think the DD/P will not use them more than they did last year.

25X1A9a [REDACTED] You have to have a slot to take them back when they finish, is one of the difficulties. When you're up to ceiling trade one for one. I have one man and I have selected another man to take that type of course, so I will always encumber one slot unless there is a change in my ceiling or on-duty.

25X1A9a MR. [REDACTED] 12 of the 45 were from DD/P. It's really a device to augment, temporarily or for a period of a year, to augment your T/O by one slot, really - a legitimate device.

25X1A9a [REDACTED] If somebody doesn't resign I'm going to be over that one when he finishes his course.

25X1A9a MR. BAIRD: You don't augment your working T/O because you are losing the man.

25X1A9a MR. [REDACTED] The man is getting trained without your T/O suffering.

25X1A9a [REDACTED] In the case of my man, his work will contribute very materially to the engineering staff, even though he is not present for duty.

25X1A9a MR. [REDACTED] Another thing I think worth mentioning, very briefly, is that in this program which started before the Junior Development Program, there are a great many junior personnel which would fit in, which means we have more room in the senior program than we ever had before. So there is plenty

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of room, as I see it, for any senior development that is needful. About half of these really would fit into the junior program.

MR. BAIRD: Ted was reluctant because a division chief or branch chief would put a man out in Monterey, and when he came back a year later he might have gone overseas, and well, then where is he going? - despite the fact that is one of the stipulations for eligibility.

MR. REYNOLDS: Any further comment on this?

Matt, you and I will have to get together very soon and start this process of requesting applicants that are coming in.

Are you ready for Item 4, gentlemen?

MR. AMORY: Maybe I was asleep but what happened to Item 2? Was it passed over or passed?

MR. REYNOLDS: Item 2 was passed because it is included in Item 3. Item 2 was included in 3. We talked about Item 3.

MR. AMORY: If I may, even though I may be out of order, I feel that is too rigid, because the 3-year requirement for technically getting into our Career Staff, admits of no exceptions as I understand it.

25X1A9a

. . . Mr. [REDACTED] was called from the Meeting . . .

MR. AMORY (Continuing): We have, for example - take one guy - I hired a fellow from ONI recently who has been working over there on the NSI program. He was volubly praised by everybody, including several Admirals and numerous 4-stripers up and down, who had known him in his work, - a hell of a good fellow. Technically he can't qualify for the Career Service until he has been here 3 years, but to say he shouldn't start on the JOT - it seems to me it would deprive the Agency of possibly a real rounded guy.

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MR. [REDACTED] How old is he?

MR. AMORY: 27 and a GS-12, or something like that. He's a graduate of Kings Point Merchant Marine Academy.

MR. REYNOLDS: You object to membership in the Career Staff as a criteria?

MR. AMORY: Yes, that a guy has to sit here when he might be infinitely more valuable if he went through this other. But I don't want to upset the whole Career Staff thing. Therefore, I like 3, but with the requirement - I am perfectly willing to say he should sign in advance, or something like that, the intention application that he give the same kind of pledge of the expectation

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of a lifetime of service with the Agency.

MR. REYNOLDS: Kirk, what is your opinion on that? You have been on this for 3 years and we value your judgment.

MR. KIRKPATRICK: I think Bob has a good point there, that we shouldn't prejudice career development of junior personnel by making them wait 3 years to get into a program like this. But I envisage by the time a man has been here 3 years he will have gotten a lot of training - that is, a new professional. On the other hand, on any commitments that are signed I would like to have a mutual noncommittal pact from the point of view the individual would indicate his intention to stay 3 years and the Agency would indicate its willingness to retain him providing he was up in competence, so he wouldn't have any legalistic argument if at the end of 3 years we found him wanting, and let him go. The 3-year period is sort of crossing the bar, and we want to make that stick pretty well.

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. . . Mr. [REDACTED] rejoined the Meeting . . .

MR. KIRKPATRICK (Continuing): You can get into a very nasty legal argument.

25X1C4a

MR. AMORY: Quantitatively this thing is not negligible. We are being

[REDACTED]
making a shift.

MR. KIRKPATRICK: If you make an amendment to this Regulation you're going to make it much beyond 3 years, because he has to be a member of the Career Staff and he can't even apply to the Career Staff until he has completed 3 years, so it's going to be $3\frac{1}{2}$ to 4 years before he actually can get into your Career Development of Junior Personnel.

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MR. [REDACTED] There is a provision in the procedure for application

for membership in the Career Staff which has applied to those going overseas - at the end of 2 years they can apply and their application is held pending completion of their 3rd year overseas. Now it is possible a thing could be devised here that after 2 years a man could apply, and it would be held pending completion of his 3rd year.

MR. WHITE: Are we vulnerable, Matt, also, on this score - by differentiating treatment between junior career development people who are people who

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walk through the door or are recruited in some other way, and require them to do service, whereas in the JOT program we are recruiting and putting them into long-range training.

MR. BAIRD: That is on-the-job training.

MR. WHITE: But on-the-job training would form a substantial amount of your career development. You could be accused of giving a new employee with no service an opportunity to participate in a comparable program when you are denying other people the opportunity for 3 years.

MR. KIRKPATRICK: Harry, I would like to recommend that this be deferred for 6 months and see how the regulation works as phrased.

MR. REYNOLDS: I think that is a sound recommendation.

25X1A9a MR. [REDACTED] You mean Item 2?

MR. REYNOLDS: Well, Item 3 is alright. That is satisfactory to me if it is to you, Matt?

MR. BAIRD: It is satisfactory to me as far as this is concerned. I just call your attention to the fact that one of the things that we hoped would be an inducement, as against staff membership and non-staff membership, was that the long-range training programs would be made available to the Career Staff and not to the non-Career Staff.

MR. KIRKPATRICK: That can be done by administration rather than by regulation, to my mind.

MR. BAIRD: All this says - this brings it into conformity.

MR. REYNOLDS: Well, isn't the real burden upon you and I and the Chief of the Career Service concerned in deciding whether or not, in a case like Bob's [REDACTED] boy who has had equivalent military service which we would naturally include, if he is a young fellow and damn good and has had two years in the Army, with a good record, we say, "All right, you want to be a career man in this outfit and you're going to sign this at the end of 3 years. We want a statement from you to that effect." Isn't that covered?

MR. AMORY: That is what I had in mind, but I think the thing is a pretty complex business to cover in 5 lines. A 2-word requirement is just over-simplifying the problem. Your suggestion that we get along without any binding fetters for 6 months and work a little pragmatically toward drafting such a regulation--

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MR. BAIRD: The basic reason for it was the argument [REDACTED] gave, that until a man had had his first tour overseas he didn't know whether

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he wanted to make a career out of the outfit. Now your people don't have that opportunity, by and large, as the DD/P and Commo might have.

MR. AMORY: But the DD/P might have a man who has had 5 or 6 years with CIA, or something like that.

MR. REYNOLDS: If satisfactory with the Council, Matt and I, with the Head of the Career Service concerned, will adjudicate each case and attempt to come up with some rule of thumb. If no objection, that is what we will do.

Item 4, the proposal that the slot authorization for the JOT program be increased [REDACTED] The background: Supporting staff study from the Director of Training to the Deputy Director of Central Intelligence argues that the JOT program provides replacements for personnel up through the GS-13 level who could then be released for training, as well as providing a source of trained professional personnel; that the effect of the JCD program has been to reduce the present [REDACTED] which is inadequate to meet the need.

Prior approvals: No prior approvals are indicated. The paper was referred to the Assistant Director for Personnel by the Deputy Director for Central Intelligence prior to action by the DDCI. AD/P position: Recommend that the AD/P support the D/Tr's recommendation subject to concurrence of DD/A as to the availability of slots to be added and to the availability of funds. Subsequent OP action if Council approves: Aside from normal processing of the T/O increase, there is no apparent immediate action required in OP. Since OTR's recommendation is contingent upon assignment of JOT's to positions vacated by employees to go into training, presumably OP will be involved in reassignments of these individuals.

Have you any comment to make, Red?

MR. WHITE: Yes, I have, I have some reservations about the wisdom of this. I'd like to ask one question first: How many people are on duty in the JOT program now?

MR. BAIRD: I don't know, Red.

MR. WHITE: I think that is very pertinent to this whole problem, for these reasons--

MR. KIRKPATRICK: Do you know this, Matt, how close are you to all JOT slots being occupied?

MR. BAIRD: We have more in process than we have slots.

MR. KIRKPATRICK: You mean picking people up?

MR. BAIRD: People whose papers are being processed.

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MR. KIRKPATRICK: Outside or inside the Agency?

MR. BAIRD: Outside. They haven't been past security. It will be 60 or 90 days.

MR. KIRKPATRICK: In other words, you have reasonable expectation that all your JOT slots will be occupied before too long.

MR. BAIRD: That is right. There will be an overage which will force us to permanently assign some who have been on the program for two years.

25X1A9a MR. [REDACTED] The University Consultant Program is just beginning to bear fruit.

MR. BAIRD: The biggest factor is that we can tap the ROTC people, which we have never been able to do before, and that will give us a big, new field.

MR. KIRKPATRICK: Army and Air have agreed to that?

MR. BAIRD: Yes.

25X1A9a MR. [REDACTED] I would like to see the JOT ceiling raised by some device or other.

MR. BAIRD: The only thing I would like to call attention to - you see, I report to the Director, and that means the Deputy Director, and I send him up these things because he is my Boss, and this was not for this purpose at all. The purpose of the paper to him was - it was one of 4 separate papers which was to attempt, by 4 different gimmicks, to enable the DD/P to get his people into training and still do his job. I don't know whether this should have been discussed in this context.

MR. WHITE: Is that a proper use of the JOT program?

MR. KIRKPATRICK: I agree with increasing the JOT program but I'll be damned if I would like to see it agreed to on the basis of this paper, which seems to give [REDACTED] a bigger T/O.

25X1A9a [REDACTED] Matt, I want to share this [REDACTED] 25X9

MR. WHITE: I think that is a dangerous use of the JOT program. Then, Matt, while I'm at it, I would like to ask another question and make some comments which may not be applicable at all in view of what you have said, but it was my recollection when we started this thing we set a goal of 50 colleges and universities where we would have representatives to try to get these people. The last time I had a report on it we had 35 colleges and universities at the moment, and there was a serious question in my mind about never coming close to filling our quota - and this has been going on for 3 years. Now if

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we have it over-committed at the moment, that is something I was not aware of. But 3 years after starting it we have 35 colleges and universities, as compared to our original goal of 50. And it would seem to me, from what I understand, that the present goal of 75 is somewhat theoretical if it's taken 3 years to get up to 35. There is another problem, too, which may, again, be changed by what you say about the ROTC program, but the capacity of the Personnel Office to recruit these people is less today than it has ever been since we started this program. In 1952 you had [REDACTED] and today you have 8.

25X1A

MR. KIRKPATRICK: You don't need them on this system.

MR. WHITE: You don't need the same total number of recruiters but, on the one hand, it doesn't seem to me from what I heard before you made the statement about the 60, that we need the expansion [REDACTED] On the other hand, 25X9 I question our ability to fill them if we did. It seemed to me, before you said 25X9 they were committed - [REDACTED] any other figure--

MR. BAIRD: We automatically knocked off 30 of the 90. We weren't over-committed on the 90. We are now over-committed on the 60.

25X9

MR. WHITE: You know how many fall by the wayside. That is the same thing as General McClelland being over-committed - a lot of people may fall by the wayside. There are two basic questions in my mind. I'm for the JOT program. There is a question in my mind whether there is a necessity for expanding the JOT slots [REDACTED] in which case we have an Agency ceiling problem, because there is no fat anywhere to get them from. And then the other side of the coin is whether, if you did have them, you could fill them. And the third one is that I don't approve of using the JOT program to solve Dick's problem.

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MR. KIRKPATRICK: Red, I hate to see ceilings way over what we actually got. Why can't we face this problem something along this line: I don't like this paper because I think it backs into the issue, with all due regard to you, Colonel Baird, but when we get the number on duty as of then let's face this problem, and then ease the T/O problem up as we need it. Everybody agrees, I think, the JOT is a success. And this is a grand break to get the ROTC men, because J. Lawton Collins told me that would be over his dead body. Of course, he isn't Chief of Staff anymore. But I don't like to see [REDACTED] 25X9

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of the [REDACTED]

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MR. [REDACTED]

MR. KIRKPATRICK: If the 90 are coming in in the next 3 months, I

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would think you have a legitimate paper here, but if the 90 come in in the next year and a half, I would be very much surprised.

MR. BAIRD: Kirk, you know you can't approve against a non-vacancy.

MR. REYNOLDS: Well, we do.

MR. KIRKPATRICK: That is the whole point. We always have.

MR. AMORY: We couldn't live if we didn't.

MR. KIRKPATRICK: All right. It seems to me all you need is one piece of paper which says you could continue to recruit up to a certain program which you and the Personnel Director could work out between you, and the DD/A should be advised at a date when that begins to fill up that there should be an augmentation. I don't think it's sound, when we have seen now in the years I've been with this Agency that we were always a couple of years behind our T/O's in recruiting, even when we first established them. Let's be practical from now on in. Furthermore, I think [redacted] has a point, if this 25X1A9a is an argument for the DD/P area it is an equal argument for Commo.

MR. BAIRD: The paper should not have been given to this group in the form in which written.

25X1A9a MR. [redacted] Let's keep our eye on the basic issue. I realize that a lot of the remarks being made here are facetious, but I would like to say that DD/P is still a part of CIA, and that helping them is not an invidious job. 25X1A9a

25X1A9a [redacted] I'd like to see what you get out of this [redacted] indi-

25X1A9a cating Mr. [redacted] 7.

MR. [redacted] That was only an aside. I agree with Kirk that this business of making big leaps in the ceilings, etc., tends to be a little unrealistic. But I have also become persuaded that the JOT is one of the best recruiting programs that we have. If we get these fellows young we can exact requirements out of them which we couldn't out of a lot of older people. Security, family, and a lot of other things come in. We probably won't be able to retain but only a percentage of them, but it is the way we should recruit in a young Agency, in my opinion. What I would like to see is every effort made to see to it that whatever Matt has to work with, he has a little bit of a cushion in there so that we're not passing over any good bets. People resign every day for one reason or another, and the recruiting office is way behind these resignations. I mean, a year later you may finally fill the slot a man vacated last week. And I firmly believe our problems with foreigners and criticisms of the Agency that a guy has foreign relations, it will only be solved by bringing

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young fellows into this Agency to learn languages, etc., so that some day we will have a corps of these people, without having to be born in Russia or Azerbaijan, or some such place. I have not only been strong for this from the beginning, but I would like to see it pushed - but I would not like to see a ceiling put on it.

MR. KIRKPATRICK: I would go further than that. I think the JOT program is in essence, our future recruiting program. I see, in 2 or 3 years from now, no one will be coming in except on this program. Of course, we will have a few professionals coming in.

MR. AMORY: Or you take a guy laterally from the State Department, or something like that.

MR. KIRKPATRICK: So this will be the whole basis. So I still think my proposal that rather than jumping the T/O by an arbitrary figure now, it be agreed the Director of Training and the AD/Personnel be told this is the way to get people in, get them in as fast as you can absorb them into the system, and make your T/O as realistic as possible.

MR. BAIRD: It's up to Red, though.

MR. WHITE: I'm perfectly willing to endorse such a paper.

MR. REYNOLDS: I don't think we have to have the thing on paper, with this ruling of the Council.

MR. WHITE: Yes, we do - definitely do.

MR. BAIRD: But a lot of Indians administer these things, and they have to have something down in black and white which gives them the authority to do something. If Red and you ✓ indicating Mr. Reynolds and I understand the situation, and can pass it down to people who process the papers, it's alright.

MR. WHITE: I have my responsibilities to the Director for ceiling, money, etc., and I would want a piece of paper so that we had an understanding.

MR. KIRKPATRICK: It would make for less misunderstanding in the future.

MR. AMORY: We have agreement in principle. Now let Harry, Red and Matt draw up a piece of paper which includes our ideas.

MR. REYNOLDS: If nobody objects to that, it is so ordered.

Item 5 is the revised Regulation on the Employee Welfare Fund. Kirk is more familiar with that than anybody else.

MR. KIRKPATRICK: Let me do this very quickly, since Harry is

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shooting at a 5:00 o'clock adjournment. This Regulation which was issued was not actually staffed out, because the memorandum to the Director of Central Intelligence basically doesn't have application to this. Now, in simplest

25X1A9a terms, as Red, you and Dick and [REDACTED] and Matt know, and [REDACTED] 25X1A9a knows, from your side of the house, in simplest terms, we have 2 Welfare Funds ~~✓~~ within the Agency. Welfare Fund No. 1 is what is referred to here, which is the refunds we get on the Government Services Incorporated Cafeterias, of which there is approximately about \$3,000 in the bank now.

MR. AMORY: What does the increment to that run?

MR. KIRKPATRICK: About six or seven hundred dollars a year.

The point on that is about a year ago we ran into some serious welfare cases within the Agency where I tried to get money, legally or illegally, out of the Agency, and was told that this fund could not be used for such purposes. Consequently, with the Director's assistance I recruited the group,

25X1A9a which all of you know, composed of [REDACTED]

~~✓~~ to set up an outside fund, and put on a heavy hand to kick in some cash to have the money for the Welfare Fund, which they did. The General Counsel then went to the Bureau of Internal Revenue, described the type of organization which was set up, and after a couple of false starts we got the organization ~~✓~~ incorporated as a foundation for the welfare of Federal employees and to develop career employees, so that the contributions are supposedly going to be tax free. I say "supposedly" because BIR is one of these outfits who won't give you an opinion until they have tried this in practice for a year, and after they have tried it for a year will grant you the tax exemption. So we have two funds.

The other aspect that you should all know is that we agreed that the outside fund which would be used for individual assistance would not be publicized within the Agency because by having a representative of each major component on the Board we therefore could pick up these problems as they came up through the lines of command. Consequently, the question before the house ~~✓~~ is: (a) should we try to combine the two funds, which I think might be a mistake; or (b) should we have two funds, and if so, should we issue a Regulation such as this, which, incidentally, through my non-concurrence has been held up a couple of months. I am not very much impressed by this Regulation, on a couple of counts. On welfare cases I think the business of granting loans, as indicated here, is actually something we have a Credit Union for, and if a

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person wants a loan the interest rates in the Credit Union are not very great.

MR. AMORY: And if he still maintains a job status here, he automatically will get it. They don't ask for a balance sheet, or something like that, and say, "You are a poor economic risk."

MR. KIRKPATRICK: Depending on the amounts he wants, he has to have one or two co-signers, and he can work out paying it back over the next 10 years, if necessary. Now if it is a type of person who is going deeper and deeper into debt, that is a different problem. But I am not sure this approach is quite the way.

Now the other approach - and, as a matter of fact, only three grants have been made out of the whole amount so a number of cases either aren't coming up or we just don't have many - is that it is a grant which they never pay back. We are not going to dun anybody for it. There's just the hope that if they ever want to pay it back--

MR. AMORY: Like a scholarship in a good university.

MR. KIRKPATRICK: I don't think an employee who is hard up should be given a loan under these conditions, and I don't think this furthers Career Service, necessarily. Furthermore, the General Counsel has stated to me, and maybe he would modify his views on the basis of this Regulation, that he doesn't think GSI funds can be used for individual grants, that they can be used for general welfare purposes but not necessarily for individual grants.

The only other aspect that I would like to comment on is that if you are going to have a Welfare Fund - my personal reaction to sending flowers is not a very strong one, and I think it's nice for the Agency to notice, if necessary, but if we sent flowers to everybody who was bereaved in the Agency, this Welfare Fund would disappear in about 3 months. So my point is this: I recommend to the Board that the two funds be maintained separately. I am not necessarily in favor of a Regulation on either fund. I think that sort of thing is better without regulations, because your supervisor should be able to take care of it in the normal chain of command. I don't subscribe to this business of issuing a regulation on everything.

MR. AMORY: I think you are right on keeping the Regulation SECRET, as an SOP, but I think the existence of the Welfare Fund ought to be reasonably disseminated, because the kind of guy you are trying to save is the little GS-5 who doesn't know about the Credit Union and he gets in the hands of a loan shark, and first thing you know has increased your security problems.

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MR. KIRKPATRICK: Let's handle it orally through the heads of the components at their staff meetings, and down through the chain of command.

25X1A9a MR. [REDACTED] Couldn't any small loan be handled in the Credit Union?

MR. KIRKPATRICK: That is where it should be handled. The ones that can't borrow from the Credit Union are both security and administrative problems, as well as welfare ones. They are the ones that get into Red's area and my area pretty quickly.

MR. REYNOLDS: Is it the wish of the Council that no regulation be issued in this case, but that by word of mouth it be transmitted to the lower echelons that there is a fund for such cases?

MR. AMORY: I think if you do it that way there will be 472 interpretations. What I am talking about is a small notice, signed "Allen Dulles, Director" - and it might run about 100 words, or something like that, and very carefully drawn by you and General Counsel, and as new employees come along it could be given to them with their initial papers to read.

MR. KIRKPATRICK: Would you go along with a notice -- I don't necessarily subscribe to putting the Director's name on it, because I think Red is the guy to put his name on it -- a notice on the general subject of "Financial Difficulties - How to cope with them."

MR. AMORY: Very sound. I'll buy that.

MR. KIRKPATRICK: And then the last point I would like to recommend is that this Council constitute itself as the Welfare Council envisaged as the internal advisory board. I mean the one we had that luncheon about last spring, because it is, in essence, the same body.

MR. REYNOLDS: We don't want to comingle the funds of that body with this.

25X1A9a MR. [REDACTED] Do we have to have on our books in a regulatory way a method of handling this money we get from the GSI? There might be a legal point there.

MR. WHITE: I think there ought to be a paper on file. It doesn't need to be disseminated.

MR. REYNOLDS: Let me put this together for the sake of the record: That this Council recommends that a paper be drawn and signed by the DD/A, unclassified, headed, "Financial Assistance", and it detail very briefly how this can be obtained from the Credit Union and, in certain cases, through the Welfare Fund; and that it be issued to all employees but that no regulation be

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I agree, but that will have to be very carefully worded. Almost every week somebody comes in who can't support his kids--

MR. AMORY: There's no rush. Why don't you draw it up--

MR. REYNOLDS: General Counsel and--

MR. AMORY: So that we can have a chat about it.

MR. REYNOLDS: We want to end this meeting, and these other items here will be taken up at a subsequent meeting, I hope next week. There are two

25X1A9a items, however, which I wish to bring to the attention of this Board. One is

✓ that [REDACTED] will shortly go to WE and SE on a trip to tell about Career Service and answer such questions as may come up.

MR. AMORY: A point on that. You probably will leave through New

25X1A6a York. [REDACTED]

25X1A9a MR. [REDACTED] I think it will be about 3 weeks from now. And I'll be gone approximately a month or six weeks.

MR. REYNOLDS: Bob, I'm going to have a half day with the field chiefs here.

MR. AMORY: Well, okay.

MR. REYNOLDS: They will be down here the week after next.

The other item is, what I would like very much, if there is no objection on the part of this Board, is to have a non-voting senior officer from the Office of Personnel as an observer at the meetings of the senior Career Boards of the components. The reason for that is there are technical situations which arise in which we can avoid pitfalls similar to a recent one with

25X1A9a [REDACTED] who was a grade 16 and was transferred overseas to a grade 15 slot, and if we had had sufficient notice we could have arranged it ahead of time. And if it had been done in the Career Service Board it could have been easily handled.

MR. AMORY: Some of us sort of like to caucus on the attitude we should take toward the senior body.

MR. WHITE: You have two people that come to my Board.

MR. REYNOLDS: We don't go to some of the Boards, and we would like to go to them for the purpose of simply providing such technical information as is necessary.

MR. KIRKPATRICK: So that this will not be conceived of as "Personnel Intelligence" why don't you await invitations?

MR. AMORY: Don't send a thin-skinned guy, because occasionally they

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like to let off steam.

MR. REYNOLDS: I don't think there is a senior officer in the Office of Personnel who has a thin skin. He wouldn't last long if he did, I can tell you that.

MR. BAIRD: Your Placement Officer, would you consider him--

MR. REYNOLDS: It would be the Chief of Placement.

MR. BAIRD: We have had him for over a year in our Career Service Board for Training.

25X1A9a [REDACTED] My Board meets twice a week, and I don't know if you could keep up with them. I've had the Placement Officer there for two years. If it becomes a technical problem he can go back and get the answer.

MR. REYNOLDS: Then you are in accord with our theory?

25X1A9a [REDACTED] With the way we are running it now.

25X1A9a MR. [REDACTED] Shall we set a time for the next meeting?

MR. REYNOLDS: Yes. Same time next week? At 4:00?

MR. AMORY: Maybe next Thursday we might discuss whether we might meet on Fridays. Friday would be much better for me.

MR. BAIRD: But Friday would be bad if you planned to go away for the weekend.

MR. REYNOLDS: The meeting stands adjourned.

. . . The Meeting adjourned at 5:10 p.m. . . .